

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2018 / 2019

BSM 3104 STRATEGIC MANAGEMENT

(All Sections / Groups)

19 OCTOBER 2018

9.00 a.m – 11.00 a.m

(2 Hours)

INSTRUCTIONS TO STUDENTS

This examination paper consists of **FIVE (5)** pages in **TWO (2)** Sections:

1. **Section A** – 20 Multiple choice questions (40 marks)

Instruction: Answer **ALL** questions. Shade your answers in the OMR answer sheet provided using a '**2B**' or '**BB**' pencil.

2. **Section B** – 5 Essay questions (60 marks) – All questions carry equal marks.

Instruction: Answer **ALL THREE (3)** questions. Write your answers in the answer booklet provided.

SECTION A (40 Marks)**Answer ALL questions**

Identify the letter of the choice that best completes the statement or answers the question.

All questions carry two (2) marks each.

Shade your choice of answers in the OMR answer sheet provided.

1. Simply having a code of ethics
 - A. will ensure ethical business behavior.
 - B. secures an ethics culture in the workplace.
 - C. eliminates the need for periodic ethics workshops.
 - D. is insufficient to guarantee that employees behave in an ethical manner.
 - E. is all that is necessary to sensitize people to workplace circumstances in which ethics issues may arise.

2. More and more firms believe that ethics training and an ethics culture
 - A. are socially irresponsible.
 - B. create strategic advantage.
 - C. can tarnish the reputation of a firm.
 - D. are admirable but damage a firm's competitive positioning.
 - E. are costly and provide no practical benefit to the company.

3. If a firm has a bad sustainability record this will
 - A. help a firm in the market.
 - B. improve a firm's standing in the community.
 - C. cause investors to closely scrutinize the firm.
 - D. deflect the scrutiny of a firm by environmentalists.
 - E. release the firm from governmental reporting obligations.

4. Walmart encourages its employees to adopt "Personal Sustainability Projects" like weight-loss or smoking-cessation support groups, illustrating that
 - A. employee wellness can be a part of sustainability.
 - B. employee health issues have no business in the workplace.
 - C. the Global Reporting Initiative requires this of all U.S. companies.
 - D. a company's interest in its employees should be restricted solely to their work duties.
 - E. firms should crack down on employees' personal interests infringing upon business hours.

5. Which of these basic questions should a vision statement answer?
 - A. What is our business?
 - B. Who are our employees?
 - C. What are our challenges?
 - D. Who are our competitors?
 - E. What do we want to become?

Continued.....

6. After a draft mission statement has been developed, it is important to
- A. vote on the mission statement.
 - B. ask managers to prepare a mission statement for the organization.
 - C. request modifications, additions, and deletions to the mission statement.
 - D. ask managers to seek support for the mission statement from their subordinates.
 - E. ask managers to read several articles about mission statements as background information.
7. The general public is especially interested in _____, whereas stockholders are more interested in _____.
- A. profitability; social responsibility
 - B. social responsibility; profitability
 - C. environmental concerns; social responsibility
 - D. social responsibility; the treatment of employees
 - E. the treatment of employees; environmental concerns
8. Which of these examples of a mission statement's focus area does NOT identify the utility of the firm's products to its customers?
- A. ExxonMobil focuses on oil and gas rather than energy.
 - B. AT&T focuses on communication rather than telephones.
 - C. Union Pacific focuses on transportation rather than railroads.
 - D. Universal Studios focuses on entertainment rather than movies.
 - E. A clothing retailer focuses on attractive looks rather than on clothes
9. The three all-encompassing internal resource categories used in the resource-based view are physical resources, human resources, and _____
- A. financial resources.
 - B. shareholder resources.
 - C. technological resources.
 - D. organizational resources.
 - E. non-renewable resources.
10. Which function of management includes areas such as job design, job specifications, job analysis, and unity of command?
- A. Staffing
 - B. Planning
 - C. Organizing
 - D. Motivating
 - E. Controlling

Continued.....

11. The _____ decision is the allocation and reallocation of capital and resources to projects, products, assets, and divisions of an organization.
- A. dividend
 - B. financing
 - C. benchmark
 - D. investment
 - E. restructuring
12. _____ become(s) _____ only when evaluated, filtered, condensed, analyzed, and organized for a specific purpose, problem, individual, or time.
- A. Information; data
 - B. Data; information
 - C. Information; material
 - D. Data; competitive advantages
 - E. Competitive advantages; material
13. Which stage in the strategy-formulation framework focuses on generating feasible alternative strategies?
- A. Input
 - B. Output
 - C. Decision
 - D. Matching
 - E. Throughput
14. What are the two external dimensions of the SPACE Matrix?
- A. Stability position and industry position
 - B. Financial position and industry position
 - C. Industry position and competitive position
 - D. Stability position and competitive position
 - E. Competitive position and financial position
15. The BCG Matrix is designed specifically to enhance which type of firm's efforts to formulate strategies?
- A. Companies with annual sales greater than \$1 million
 - B. Companies with annual sales of less than \$1 million
 - C. Companies with more than one division
 - D. Large companies
 - E. All companies

Continued.....

16. The act of oversight and direction for an organization is referred to as
- A. governance.
 - B. centralized control.
 - C. establishing norms.
 - D. corporate lawmaking.
 - E. organizational direction.
17. Which two variables rank as marketing's most important contributions to strategic management?
- A. Diversification and budgeting.
 - B. Competition and collaboration.
 - C. Marketing penetration and competition.
 - D. Market segmentation and product positioning.
 - E. Product development and market development.
18. What becomes a more attractive financing technique when cost of capital is high?
- A. Debt
 - B. Borrowing
 - C. Cost cutting
 - D. Stock issuance
 - E. Staying privately owned
19. Which of these is the most common type of budgeting time frame?
- A. Daily
 - B. Annual
 - C. Monthly
 - D. Quarterly
 - E. Every decade
20. Business analytics
- A. is retrospective rather than predictive.
 - B. as an industry is experiencing a decline in revenue.
 - C. can enable a company to benefit from measuring risk, but it cannot enable the company to manage risk.
 - D. uses mathematical models that enhance decision making at only the topmost levels of management.
 - E. enables a firm to learn from experience and to make current and future decisions based on prior information.

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SECTION B (60 Marks)**Answer ALL (3) questions.**

Write your answers in the answer booklet provided. All questions carry the marks as indicated.

1. a. Describe how organizations can create an ethical "culture".
(10 marks)
b. Briefly discuss at least FIVE (5) reasons why preserving the environment should be a permanent part of doing business.
(10 marks)
[20 marks]
2. a. Explain the principal value of a vision and mission statement.
(10 marks)
b. List the FIVE (5) steps that comprise an effective framework for conducting an IFE Matrix. Explain the details involved in performing each of the steps.
(10 marks)
[20 marks]
3. a. What is the purpose of the Quantitative Strategic Planning Matrix (QSPM)? What are the positive features and limitations of QSPM?
(10 marks)
b. What is business analytics and why is it so important in businesses today?
(10 marks)
[20 marks]

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